

EXHIBIT 48

UNC Chapel Hill - Student Affairs 2010-15 Strategic Plan (UNC0379113-31)

UNC Chapel Hill - Student Affairs 2010-15 Strategic Plan

Fostering Student Learning and Success

Goals

Provide quality learning experiences
Promote a safe, supportive and inclusive campus environment
Engage with students and other internal and external constituents
Develop and manage human, financial, physical and technological resources to provide efficient and effective delivery of student support services

Core Values

- Leadership and Service
- Health, Wellness, Safety and Resiliency
- Inclusion and Accessibility
- Culture of Learning
- Ethics and integrity (i.e. responsible, respectful, ethical)

Organizational Support

(Keys to Success)

- Financial Planning
- Facilities & Environment
- Communication
- Technology
- HR Management
- Assessment
- Development

Strategic Goals and Objectives

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
Goal 1. Provide quality learning experiences				
1.1. Establish and assess a set of common learning outcomes/competencies for students (Theme 1 Academic Plan)				
1.1.1 Identify best practices related to common learning outcomes/competencies in Student Affairs and Higher Education	Identify which SA departments have learning outcomes/competencies for students and gather information from higher education associations	Collect the data	2013-2014 By August 2012 - completed	Leadership and Engagement Theme Team
1.1.2 Provide opportunities for input across student affairs via an open forum	Schedule and host	Post event evaluation	2013-2014 September 2012 - completed	Completed
1.1.3 Identify core group to refine the list of common learning outcomes/competencies in Student Affairs at UNC	Group selected	Create memo and outline recommendations	2013-2014 Completed	Completed
1.1.4 Develop an implementation plan for launching the initiative	Recommendation plan presented as overall report	Benchmarking best practices	2013-2014 By December 2013 -	Competency Steering Committee

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
			completed	
1.1.5 Promote awareness about the model across SA and the University	University community is aware of the outcomes/competencies	Promote a plan to communicate the plan in a variety (at least 25 methods) of campus communication platforms	2013-2014 December 2012 - ongoing	Marketing and Branding Sub-committee
1.1.6 Provide professional development workshops for implementation at the unit level	Develop a standardized workshop for Student Affairs and every unit has completed the training	1) Evaluation for the workshop 2) Follow-up evaluation to determine how it has been implemented in the unit	2013-2014 1) May 2012 2) November 2013 - ongoing	Professional Development Committee
1.1.7 Develop an assessment plan to evaluate the effectiveness of the competency model	Semi-annual evaluation of the program	Evaluations and annual focus groups	2013-2014 Not completed - Initiate July 2013 – happens semi-annually in July and December each with students	Assessment Committee
1.2. Ensure that Student Affairs programs are addressing identified learning outcomes/competencies				
1.2.1 Inventory existing programs against identified learning outcomes/competencies	Identify which SA departments have learning outcomes/competencies for students	Upload inventory to My Curriculums into CollegiateLink	2014-15 Begin 2013-14. Complete by July 1, 2014	Leadership and Engagement Theme Team

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
1.2.2 Implement assessment strategies to measure identified learning outcomes/competencies	Department level – complete an assessment plan template	Develop an assessment plan that includes priorities	Begin 013-14, complete by June 2014- in progress	Assessment Committee
1.3. Create an accessible and inclusive campus for students (Theme 4 Academic Plan)				
1.3.1 Provide educational opportunities to develop multicultural competency (Diversity Goal 3)	<p>A) PDC offers at least 4 division-wide professional development programs related to this topic.</p> <p>B) Each Student Affairs permanent staff member will complete at least one multicultural competency program.</p>	<p>A) Workshops offered and evaluated.</p> <p>B) Consider goal achievement when completing annual performance appraisals.</p>	Ongoing - Annually-implement for 2013-14 academic year	<p>Professional Development Committee</p> <p>Inclusion & Accessibility Theme Team</p> <p>Supervisors</p>
1.3.2 Fully Implement the diversity goals from the SA diversity plan (See Appendix A)	Staff will work intentionally and collaboratively to implement goals	Assess accomplishment of goals in year-end reports	Ongoing - Annually beginning with 2013-14 year	AVC Shuford and Inclusion & Accessibility Theme Team
1.3.3 Incorporate universal design concepts in physical spaces, policy and program development and implementation. (Diversity Goal 3)	<p>A) Complete the accessibility inventory and address findings</p> <p>B) Develop and implement universal design guidelines for use in Student Affairs</p>	<p>A) Submit report to OVC to incorporate into the annual report and outline action steps taken to address findings</p> <p>B) Guidelines developed and incorporated into standard practice.</p>	<p>Not completed</p> <p>A) Report Completed by June 30, 2014</p> <p>B) Guidelines developed by the Inclusion and Accessibility Theme</p>	Inclusion and Accessibility Theme Team

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
			Team by April 30, 2014 and utilized on an ongoing basis.	
1.3.4 Ensure that images, materials, and art are representative of the diverse populations of the campus (Diversity Goal 2)	Address these topics in the accessibility inventory (1.3.3) and guidelines (1.3.3)	A) Submit report to OVC to incorporate into the annual report and outline action steps taken to address findings B) Guidelines developed and incorporated into standard practice.	Not completed – A) Report Completed June 30, 2015 B) Guidelines developed by the Inclusion and Accessibility Theme Team by April 30, 2014 and utilized on an ongoing basis.	I&A Theme Team
1.4 Promote intentional student engagement (Theme 5 Academic Plan)				
1.4.1 Provide ongoing opportunities for involvement for all students	Map competencies to existing programs by department	Use data from Collegiate Link and existing data sets to identify levels of engagement	Annually	Leadership and Engagement Theme Team
1.4.2 Provide ongoing opportunities for increasing levels of responsibility in informal and formal leadership development	Provide a continuum (novice to advanced) of leadership opportunities through all student development	Map the continuum of opportunities available within existing programs	Not completed - July 1, 2014	Competency Sub-committee
1.4.3 Promote and use Collegiate Link as a portfolio for student	Identify current active usage statistics and increase usage by 25% each year for three years until at 75% threshold	Access usage annually and produce usage statistics year-to-year	Still in review - Begin in 2013-14	Competency Sub-committee

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involvement	can be maintained.	comparisons.		
1.4.4 Provide opportunities for self-reflection and feedback	Provide opportunities for self-reflection and feedback in the CollegiateLink system	Develop departmental self-reflection and feedback questions to upload into CollegiateLink that are associated with departmental programming (Assessment Committee)	Not completed - Implement in 2014-15	Competency sub-committee
1.5 Develop responsible, respectful and ethical citizens (Theme 4 Academic Plan)				
1.5.1 Emphasize the qualities of respect, civility, inclusion, and engagement (Diversity Goal 4)	Charge the Diversity and Inclusion Theme Team with identifying and articulating these values for Student Affairs.	Values statement developed	June 30, 2015	Inclusion & Accessibility Theme Team
1.5.2 Create opportunities for students to discuss core values, beliefs, and personal identity development (Diversity Goal 4)	Each department incorporates these values into a new or existing program/service (one per year) for students to discuss core values, beliefs and personal identity development.	Each department reports the program/service that fulfilled these criteria in their annual report.	June 30, 2015	All departments Reviewed by SET
1.5.3 Educate and promote adherence to the Honor Code including academic integrity	Offer and encourage participation in in-house trainings related to the Honor Code.	Training offered and assessed.	June 30, 2015	Director of Student Conduct
1.6 Prepare students to be competent in life skills necessary for success				
1.6.1 Continue career	UCS collaborates with	Offer, assess and report	Ongoing - June 30,	University Career Services

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
development programming	Student Affairs departments to identify and offer life skills training as needed	programs in the annual report	2014	
1.6.2 Expand financial literacy programming	Partner with relevant student groups and departments to identify training opportunities.	Offer, assess and report partnership programs in the annual report.	In progress - June 30, 2014	DOS
1.6.3 Expand student employee professional development	Review the effectiveness of the 2012-2013 Target Grant leadership training program and develop in-house Student Affairs student employee training.	Training schedule developed and implemented	In progress (Target grant is no longer available) - June 30, 2014	To be determined (recommendations from Target group/HR-Finance Sub-group)
Goal 2. Promote a safe, inclusive and sustainable campus environment				
2.1. Promote personal and property safety in and around campus and the community				
2.1.1. Conduct a review and assessment of current emergency response protocols and policies with a focus on communication mechanisms and response awareness	<ul style="list-style-type: none"> • VC appoints ad hoc committee to conduct review • Review is conducted • Report is prepared for VC 	Completion of steps	May 2014 – not completed	Vice Chancellor for Student Affairs
2.1.2. Develop a comprehensive set of protocols and policies	<ul style="list-style-type: none"> • Based on feedback from report... ad hoc committee 	Completion of steps	August 2014 – not completed	AD Hoc Committee

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
based on best practices for campus safety and security	<ul style="list-style-type: none"> develops recommendations for protocols and policy • - Submit recommendations to VC 			
<p>2.1.3. Educate the community about personal and property safety</p> <p>2.1.3.1. Increase awareness of emergency response protocols</p> <p>2.1.3.2. Provide trainings on personal safety and prevention strategies</p> <p>2.1.3.3. Promote and support campus transportation options</p> <p>2.1.3.4. Develop a campus safety and security marketing campaign including appropriate signage</p>	<ul style="list-style-type: none"> • Create central point(s) of contact/info on topic to include DOS, DPS, EEAC & Parents Council • Develop a marketing plan inclusive of PSA's & mobile alert notices • Increase % of faculty/staff/student training ops and trained in CPR/First aid and Shots Fire/Active Shooter response • -Incorporate info into summer orientation Safety program and new Faculty/Staff orientation 	<p>Awareness pre/post survey</p> <p>Track number of faculty/staff/students trained</p>	Ongoing – Begin in 2013-2014	Health, Safety, Wellness, and Resiliency Theme Team
2.2. Promote an ethic of environmental responsibility and facility sustainability				

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
2.2.1. Develop an environmental responsibility and space use philosophy and statement of space utilization to insure sustainable, efficient, transparent, and consistent space use	<ul style="list-style-type: none"> • VC appoints ad hoc committee (include BJ Tipton & Scott Hudson) to draft • VC review, feedback, ad hoc committee finalize recommendations 	Completion of steps	May 2014 – not completed	Ad Hoc Committee
2.2.2. Conduct an assessment of current environmental sustainability practices and an inventory of existing space utilization to include an evaluation of current and future needs	<ul style="list-style-type: none"> • Ad hoc committee to conduct review • Review is conducted • Report is prepared for VC • Based on feedback from report... ad hoc committee develops recommendations for sustainability and future needs • Submit recommendations to VC 	Completion of steps	August 2015	Ad Hoc Committee
2.2.3. Incorporate universal design principles, inclusive aesthetics, and energy saving practices in construction projects and programmatic endeavors	Development of professional development committee workshop on universal design, inclusive aesthetics and green energy practices	Delivery of workshop; # of attendees	2013-2014 – not completed	Professional Development committee, Assoc. VC Payne
2.2.4. Identify the potential for strategic synergistic opportunities through physical space connections	Ad hoc committee makes recommendations to VC through report	Completion of step	2014-2015	Space Use ad hoc committee
2.2.5. Promote energy efficiency practices within SA offices	<ul style="list-style-type: none"> • Create central point(s) of contact for info on topic 	Completion of steps	2016-2017	Dr. Payne, etc.

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
and facilities 2.2.5.1. Develop marketing strategy and campaign around sustainable practices 2.2.5.2. Educate departments about Green Event guidelines and encourage the use of these in event planning 2.2.5.3. Provide incentives for energy efficiency (i.e. recycling) in all SA offices and facilities 2.2.5.4. Educate departments about incentivization opportunities (i.e. Green Fee)	(include BJ Tipton & Scott Hudson) <ul style="list-style-type: none"> • Develop marketing plan inclusive of PSA's • est. system for tracking of events • -Incorporate into professional development training opportunities 			
Goal 3. Engage with student and other internal and external constituents				
3.1. Promote communication and collaboration with undergraduate, graduate, and professional student body.				
3.1.1. Utilize maximally effective communication mediums for targeted constituency groups (Diversity Goal 1, Theme 5 Academic Plan)	Identify best practices	Implement best practices	June 30, 2014 – on-going	Kerrenda Crandol, Communications & Events Coordinator

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
3.1.2. Collaborate with academic and student services colleagues in graduate and professional programs to maximize communication with students	Staff will work intentionally and collaboratively with academic partners to Identify how colleagues are using social media to communicate with students at the September SAC meeting.	Inventory of common practices and ways to share and access resources	October 2013 - completed	Marketing and Communications Committee
3.2. Increase communication within Student Affairs and identify opportunities for collaboration across departments.				
3.2.1. Identify communication mediums used within Student Affairs	Collect information on communication mediums from every SA department	Inventory completed	2012-2013 Summer 2013-completed	Marketing & Communications Committee
3.2.2. Create a master Student Affairs calendar	Identify major Student Affairs and department activities to be posted in the calendar	Calendar completed/Number of hits (usage)	Fall 2013 - completed	Crystal King and Desirée Rieckenberg, SAIT representative
3.2.3. Share information throughout Student Affairs	Identify a common mode of communication (e.g., Share Point)	Consult with SAIT. IT and the SA Marketing and Communications Committee and assess the effectiveness of the medium	Spring 2013 – on-going	Marketing and Communications Committee
3.3. Increase student, faculty, senior administration (including Board of Trustees) and staff awareness of Student Affairs as a vital, integral component of the student				

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
experience at Carolina.				
3.3.1. Presentations from SA offices and student organizations at BOT meetings	Demonstrate awareness of material following the presentation	Informal feedback and follow-up questions from BOT members	Ongoing	Vice Chancellor Crisp
3.3.2. Increase partnerships among departments in SA and with other campus units on University initiatives	Staff will work intentionally and collaboratively with academic partners on a regular basis	Number and quality of partnerships Include in annual reports	Ongoing	All departments and SET
3.3.3. Include presentations from Student Affairs departments and committees at SAC meetings or other Student Affairs gatherings	Meeting and event coordinators will be intentional in including presentations in meetings and gatherings		Ongoing	Assoc, VC Shuford
3.3.4. Develop and distribute materials to market the value of Student Affairs to internal constituents	Increase in the number and quality of submissions for the SA Newsletter	Feedback from users (i.e. survey results)	Ongoing	Kerrenda Crandol, Marketing & Communication Committee
3.4. Enhance communication with parents, families, and alumni and increase their participation in, and support of Student Affairs initiatives. (Diversity Goal 1)				New Students and Carolina Parent Programs

	Criteria for Success	Methods to Assess	Timeline	Coordinated By
3.4.1. Support initiatives around communication with families	Staff will work intentionally and collaboratively with NSCPP	Number and quality of partnerships	Ongoing	New Students & Carolina Parent Programs
3.4.2. Increase visibility of initiatives and accomplishments in SA across campus and externally	TBD by the Marketing and Communications Committee	Completion of a communication strategy	2014-15	Marketing & Communication Committee
3.4.3. Develop and distribute materials to market the value of Student Affairs to external constituents	Develop an annual publication highlighting accomplishments for the academic year	Publication completed and distributed	Fall publication beginning Summer 2013 – on-going	Kerrenda Crandol
3.5. Create sustainable and successful community relationships.				
3.5.1. Support community outreach initiatives of SA units	Develop a Community Relations committee	Identify and implement goals and action steps	Meet quarterly beginning in 2015-16	Aaron Bachenheimer
3.5.2. Maintain engagement with local community initiatives (e.g., Chapel Hill 2020)	Staff will work intentionally and collaboratively with community partners	Number and quality of partnerships	2014-15-Ongoing	Aaron Bachenheimer
3.5.3. Target and cultivate development opportunities			2013-14	Mary Murray, Director of Development & External Relations and MGO
Goal 4. Develop and manage human, financial, physical and technological resources to	Greater efficiency across Student Affairs	Identify and implement goals and action steps		First Group

provide efficient and effective delivery of student support services. (First Working Group)				
4.1 Create long-term fiscal plan to support strategic initiatives and ongoing operations	Comprehensive development and marketing strategic plan with specific and targeted outcomes	Listed in detail below	Listed in detail below	Listed in detail below
4.1.1. Develop a specific and comprehensive plan to secure new funding sources (i.e., alternatives to dependence upon state budget and auxiliary units)	Comprehensive development and marketing strategic plan with specific and targeted outcomes	<ul style="list-style-type: none"> • Preliminary plan with marketing and development targets and recommended actions to reach the targets • Approved plan with defined action steps • Opportunities within individual units • Upcoming capital campaign 	<p>June 2014 –progress made, ongoing</p> <p>June 2015</p> <p>June 2015</p> <p>June 2015</p>	<p>FIRST Lead: Mary Murray</p> <p>Others: Marketing and Communications Committee, Capital Campaign Committee, Larry Hicks</p>
4.1.2. Determine sustainable funding strategies for core functional areas	Comprehensive assessment strategic plan with specific and targeted outcomes	<ul style="list-style-type: none"> • Preliminary plan with assessment targets and recommended actions to reach the targets • Approved plan with defined action steps • Approved three year phasing plan/budget targets • Needs assessed and inventoried recommended actions to reach the targets 	<p>June 2014</p> <p>June 2015</p> <p>June 2015</p> <p>June 2015</p>	<p>FIRST Lead: Audra Slavin</p> <p>Others: First Working Group</p>
4.1.3 Develop a long term plan for	Comprehensive facilities plan with specific and targeted	•Preliminary plan with	June 2015	FIRST Lead: Larry Hicks, Crystal King,

all facilities to include new facilities and renovation of existing facilities	outcomes Long term project inventory and space needs for all of SA clearly identified and prioritized	assessment targets and recommended actions to reach the targets • Approved plan with defined action steps	June 2016	April Mann Others: •Facilities Planning •Department heads with capital projects •Audra Slavin •Auxillary departments
4.2. Cultivate and sustain a positive work environment for all staff. (Theme 2 Academic Plan)		Listed in detail below	Listed in detail below	Listed in detail below
4.2.1. Conduct and report department self-audits of SA working environment. (Diversity Goal 2, Unit Director)	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2015	FIRST Lead: Shanna Fleenor
				Others: Inclusion & Accessibility Theme Team
4.2.2. Provide opportunities for ongoing employee feedback (e.g., employee satisfaction surveys, focus groups) (Diversity Goal 2; OVC/Unit Director)	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2015	FIRST Lead: Shanna Fleenor Others: Inclusion & Accessibility Theme Team
4.2.3 Advocate for equitable benefits and policies for all employees (SET)	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2015	FIRST Lead: Shanna Fleenor Others: Senior Executive Team
4.2.4 Create and communicate SA employee compensation philosophy and process. (SET)	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2015	FIRST Lead: Shanna Fleenor Others: Senior Executive Team
4.2.5 Implement the Equity and Inclusion Development Plan recommendation from the Inclusion	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	Completed Spring 2013	

and Accessibility Team (Diversity Goal 3; Supervisors at unit level with support from the Inclusion and Accessibility Theme team)				
4.2.6 Expand recognition categories at the End of the Year Celebration (e.g. new professionals, mid-managers; OVC)	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2014 - completed	FIRST Lead: Dr. Shuford Others: SALT
4.2.7. Continue to recognize staff accomplishments in the SA Newsletter and other University marketing mediums (SA Marketing and Communications Committee)	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	Ongoing	Ongoing FIRST Lead: Dr. Shuford Others: Marketing and Communications Committee
4.3. Emphasize and support work/life balance.		Listed in detail below	Listed in detail below	Listed in detail below
4.3.1 Evaluate / improve effectiveness of SA committees and balance of committee assignments	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2015	FIRST Lead: April Mann Others: Senior Executive Team
4.3.2. Flextime review (SET)	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2015	FIRST Lead: Shanna Fleenor Others: Senior Executive Team

4.3.3 Evaluate leveraging resources; use of student workers, flex time, space, reduce duplications	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2015	FIRST Lead: Dean Sauls Others: Senior Executive Team
4.3.4 Promote opportunities for stress reduction, exercise, etc.	Provide greater efficiencies across Student Affairs Establish a professional development calendar	Identify and implement goals and action steps	June 2015	FIRST Lead: Bill Goa Others: Professional Development Committee
4.4. Increase and encourage employee participation in staff development opportunities. (Diversity Goals 3 & 4)		Listed in detail below	Listed in detail below	Listed in detail below
4.4.1. Provide professional development workshops for implementation at the unit level	Provide greater efficiencies across Student Affairs	Identify and implement goals and action steps	June 2014 – on-going	FIRST Lead: Dr. Shuford • Others: Professional Development Committee • SALT

4.4.2. Actively promote and encourage participation in professional development opportunities internal and external to the University community	Listed in detail below	Identify and implement goals and action steps	June 2014 – on-going	<p>Ongoing FIRST Lead: Dr. Shuford</p> <ul style="list-style-type: none"> • Others: Professional Development Committee • SALT • Accessibility and Inclusiveness Theme Team
4.5 Improve technology operations and use technology strategically to meet the business needs of departments and Student Affairs	SAIT Co-Department Heads: Define and finalize organizational structure best designed to manage needs of SA. Include strategy in Goal 4.1.2	Listed below in detail	Listed below in detail	Listed below in detail
4.5.1 Improve SAIT project management		To be recommended by SAIT, Co-department Heads and presented to SALT Advisory Board	June 2015	<p>FIRST Lead: Christopher Payne</p> <p>Others: SAIT staff, SALT Advisory Committee</p>
4.5.2 Develop long term funding strategy for resources		Approved for budget planning	February 2015	<p>FIRST Lead: Audra Slavin</p> <p>Others: SAIT staff, SALT Advisory Committee</p>

Completed June 6, 2013
Updated: June 21, 2013
Updated August 10, 2013
Updated October 4, 2013